

**CONFIDENTIAL**  
MINUTES OF DEPUTY DIRECTOR (SUPPORT)

**STAFF MEETING**

1 June 1955

1. Colonel White opened the meeting with a brief discussion of the need to submit papers and staff studies to his Office within established deadlines. Long and complicated papers require careful review, particularly those being forwarded to the Director. The timely submission of such papers will do much to prevent embarrassment to him and the Director in their efforts to establish final disposition of staff recommendations promptly.

2. The general tenor of DD/S office papers directed to other components was questioned by Colonel White. Overly brusque memoranda directing others to do things are seldom well received and often tend to defeat the purpose of the memoranda. It is better to request courteously that action be taken or information supplied than to compose directives. In conjunction with these remarks Colonel White recommended the reading of a GSA publication entitled PLAIN LETTERS, which contains numerous worthwhile suggestions for precise, straightforward writing. Clarity and brevity were specifically cited as warranting constant attention by the offices in their efforts to improve written staff work. The writing of regulations particularly requires the use of precise, uncomplicated language; Government stereotype writing, i.e., words without meaning, is to be avoided.

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3. Colonel White announced that [REDACTED] who had served for the past year as a Special Assistant on his staff, had been transferred to a position as Chief Administrative Officer of a project directed by [REDACTED]. His successor and former head of Personnel Procurement, [REDACTED] was introduced to the office heads and representatives. The duties to be performed by this Special Assistant will be altered to the extent that training in the DD/S organization will occupy the full attention of a staff assistant soon to report to the Office of the DD/S. Colonel White noted that he and Mr. Baird had discussed DD/S training requirements generally and agreed upon the need for a staff training officer. [REDACTED] of the Office of Training has been selected for this position. 25X1A9a

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4. Colonel White noted with regret the absence of any ceremony in presenting assembled office heads with their Career Staff certificates. However, he recommended that office heads dignify the awarding of these certificates to their people by personally making these presentations in an appropriately formal manner.

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5. Colonel White announced that the Director's Senior Staff Meeting would be held on Monday, 6 June, and requested agenda suggestions:

25X1A9a a. [REDACTED] commented upon the Director's interest in reducing cable traffic and the beneficial effect upon this traffic provided by fast pouch service to several major European posts. [REDACTED] added that a DD/P study of this problem had been completed and forwarded to the DD/S. In view of the DD/P interest in this matter, Colonel White requested that [REDACTED] have DD/P sponsor this item for the agenda and advise [REDACTED] of the result.

25X1A9a b. A second agenda suggestion involved Operation Alert 1955, and Colonel White instructed [REDACTED] to request inclusion of this item on the agenda immediately.

6. Colonel White called attention to the CIA Review Course conducted for all employees returning to this country from overseas posts. This Course is mandatory for all permanent-change-of-station returnees, and Mr. Reynolds has been instructed to see that the Central Processing Branch, Office of Personnel, so advises incoming personnel.

7. Colonel White stated that he had received numerous reports attesting the general excellence of the Special Clandestine Services Orientation Course from participants attending the first offering of the Course. He noted that attendance, although very good, should be better. He requested that uninterrupted attendance be emphasized and that Course offerings be missed only when absolutely necessary.

8. In conjunction with his remarks concerning the Course, Colonel White requested a brief critique by Mr. Baird whose remarks were as follows:

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b. Heavy accent is placed upon the role of the case officer, the need for senior case officer specialists, and T/O flexibility which will accommodate their retention. Disparaged is the tendency for senior case officers to gravitate toward administrative assignments which better accommodate senior grades.

c. The necessity for close DD/S and DD/P relationships receives considerable emphasis. A mutual lack of understanding has brought about frequent impasses heretofore; this Course will certainly relieve this situation.

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d. Case officer training has heavily accented trade-craft at the expense of more general background training, e. g., political expediency, and, particularly, regarding DD/S functions and problems. It is apparent that DD/P headquarters must at times share blame for operational impediments most frequently attributed to the DD/S.

e. With some reticence, it was noted that DD/S-sponsored questions at times suggested more curiosity than intent to seek means to better support DD/P operations. In DD/P the zenith of the "need-to-know" principle is high and unnecessary challenge of this, coupled with suspicion of curiosity-backed questions, can jeopardize much desired close DD/S-DD/P relationships. It was suggested that guidance be given future DD/S Course participants regarding this matter.

f. It was suggested that a similar course offering by the DD/S for the DD/P would be of mutual benefit to both complexes.

9. Colonel White thanked Mr. Baird for his observations and emphasized that this Course was being presented for senior people of the DD/S and that questioning based upon curiosity had no place in the Course. Added comments were received from Mr. Pforzheimer who noted that long standing resistance to training was generally reduced owing to the excellence of the training courses currently offered. Mr. [redacted] suggested that real or alleged problems observed during the Special Clandestine Services Orientation Course should be tabulated and followed up. Mr. Baird said that this was being done and Colonel White stated that he intended to review all Course critiques by participants. [redacted] emphasized the need to safeguard good relations with the DD/P and avoid questioning based upon curiosity. He also noted that DD/P was quite pleased with the favorable attitude of the Office of Personnel in approving GS-14 and GS-15 senior case officer specialist positions. [redacted] seconded the suggestion that a DD/S orientation course be offered DD/P senior officers and Colonel White concurred in the suggestion but remarked that he preferred to see the initiative taken by the DD/P in this matter.

10. Colonel White briefly commented upon Operation Alert 1955 (June 15-17) and the fact that apparently the President intended to participate fully in this exercise. Our responsibility to participate was therefore obvious, but the Director had noted that our participation should not compromise operational requirements or security considerations. There followed a discussion period conducted by [redacted] and [redacted] whom Colonel White had appointed to an ad hoc committee handling this matter for the Agency. The discussion was general in nature and pertinent details of importance to individual offices should be forthcoming in the near future.

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